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MINUTES

OF THE

CIA CAREER SERVICE BOARD

15th Meeting, Thursday, 19 November 1953, at 4:00 P.M.  
DCI Conference Room, Administration Building

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3. The Chairman introduced item 3 of the Agenda, "Responsibility for the Assignment and Career Development of General Administrative Personnel", from the DD/A Career Service Board and opened the discussion by reading a memorandum which he had received from Mr. Sheldon on the matter. Mr. Sheldon's memorandum was a dissent from the proposal based primarily upon the feeling that in essence such administrative employees would be "serving two masters", working primarily within their office of assignment while looking to the DD/A Career Service Board for future assignments and promotions. The memorandum stated that there was no aversion to rotation of administrative personnel between components of the Agency but that such rotation should be arranged through cooperation of the components concerned. Col. White, Acting DD/A, explained that the proposal was an attempt to solve the problem of bringing into the career planning sphere of the DD/A Career Service Board Administrative personnel who spoke a common language and whose training and indoctrination to CIA could best be accomplished by DD/A Career Service Board. He emphasized that he was not intending to disparage the quality of the present administrative officers in various components of the Agency, but that the Agency as a whole would profit if these officers had a common background and could look to advancement within the Agency as a whole rather than within one office of the Agency. They also would have wider horizons than could be offered by only one office. It was decided that the Executive Secretary would make available the Memo from the DD/I to all Members of the Board and that further discussion of the matter would take place at the meeting on 3 December 1953.

4. The Chairman introduced Item 4, "Selection of Permanent Career Staff", from the Professional Selection Panel. The Board discussed the Paper with particular regard being paid to individuals who are already on duty with the Agency and with whom the Agency had made prior commitments.

There was a feeling on the part of some members of the Board that the paper did not make clear enough the fact that an Office Career Service Board should be in an advisory capacity only to the Office Head concerned. It was also felt that Office Career Service Boards should be utilized to a greater extent in the initial screening and selection process. It was agreed that the paper should be modified to correct these matters. The paper was accepted with the modifications discussed, and it was agreed that it be forwarded to the Director for his approval in principle after which it should be implemented simultaneously with the launching of the new Career Service System at a specific date to be determined in the future.

-2-

~~S-E-C-R-E-T~~

~~SECRET~~  
Security Information

5. In regard to the Restrictions and Obligations which were proposed in the Legislative Task Force Report, the Chairman read a memorandum from the Acting DD/I, Mr. Sheldon, in which he stated that the Assistant Directors in the Intelligence Area had agreed to concur in general in the proposal. The Group felt that great emphasis should be placed on making clear the application of this principle. The Chairman proposed that when circulation of the pamphlet on Career Service in CIA was accomplished that a questionnaire should also be sent out, explaining the principle of Restrictions and Obligations and wanting to know where each Agency employee stood in regard to them.

6. The definition of the Career Service was accepted as presented to the Board.

7. It was decided that the Report of the Junior Officer Task Force and the Women's Task Force Report would be the topics for discussion at the next meeting on Monday, the 23rd of November.

8. [REDACTED] was 25X1A  
nominated [REDACTED] to attend  
some of the future meetings of the Board.

9. Mr. Huston announced that his office had completed drafting proposed legislation on five of the points in the Legislative Task Force Report.

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10. The meeting was adjourned at 5:15 P.M.

[REDACTED]  
Executive Secretary

25X1A

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~~S-E-C-R-E-T~~  
Security Information

2. The Board then turned to the Report on the Panel on Career Service for Women. In the general discussion that followed it was noted that the report seemed to reveal that as a group, women in CIA, staffed no more or less than women who worked in comparable fields. It was noted that while there may be individual cases of supervisors within the Agency who do not want women working for them that on the whole women had worked out as well in the jobs where they had been given responsibility as had the men. Mr. Baird recalled that [REDACTED] had once admonished 25X1A to hire women between the ages of 28 to 35 since by then they would be more stable and would know more certainly how their future should be planned and fewer women would be lost to marriage.

3. The Chairman reported briefly to the Board on the Executive Registry in regard to the form and scope that it is taking.

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4. The meeting was adjourned at 5:05 P.M.

[REDACTED]  
Executive Secretary

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1 December 1953

MEMORANDUM FOR: Chairman, CIA Career Service Board

SUBJECT: Responsibility for the Assignment and Career Development of General Administrative Personnel

- REFERENCES:
- a. Memorandum from undersigned to Chairman, CIA Career Service Board, dated 5 November 1953, subject as above.
  - b. Memorandum from Acting Deputy Director (Intelligence) to Chairman, CIA Career Service Board, dated 18 November 1953, with above reference as its subject.

1. Examination of the DD/I memorandum (reference b) as it relates to my original memorandum (reference a) indicates a need for the following supplementary statements to assist the CIA Career Service Board in its review of these references:

a. The original memorandum seeks to obtain a wider application of several basic principles which have already been applied within both the DD/A and DD/P organizations. These principles are as follows:

(1) Employees have their careers with the Agency rather than with one of its organizational units.

(2) The careers of employees are developed within professional or functional areas of Agency activity (e.g., logistics, [REDACTED] and psychological warfare).

(3) The Agency officer primarily responsible for one of these functional areas (e.g., Chief of Logistics or Chief, PFW) is also primarily responsible for:

(a) The assignment and development of each employee with the career designation of that functional area (e.g., CD-LO, CD-PP).

(b) The assignment of personnel to each position primarily identified with the objectives of that functional area (e.g., logistical support).

S-E-C-R-E-T  
Security Information

b. It is not proposed that the employee in an administrative position who does not possess an administrative career designation must vacate the position immediately. He is, however, performing outside his specialized career area, and eventually must be given assignments in the specialized career of his choice.

c. It is not proposed that there be any infringement of the right of the career employee to indicate the career designation which he desires. Personnel in administrative positions who have other types of career designations should be asked to review their choice of designation in the light of more adequate information concerning the meaning of their decisions. Those who do not desire administrative career designations are expressing preference for assignment to the specialized duties of another type of career.

d. It is unquestionably desirable to foster interchange between administrative work and the specialized program work of an Office as is stated in reference b. Personnel in such "interchange" assignments, however, are temporarily serving outside the functional areas represented by their career designations. Such assignments are for a fixed period of time only, and are for the purpose of training (paragraph 2 b, Notice No. [REDACTED]). It is proposed that administrative positions would be made available for this purpose.

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e. There is no disagreement with the DD/I statement that an employee's experience and training in a particular Office's program of work are important factors in qualifying him for an administrative position within that Office. These factors and others of equal importance will be considered when career employees are selected for administrative positions. The statement does not, however, lead logically to the conclusion that the career designations of administrative employees should be the designations of the Offices to which they are assigned.

f. It is not believed that uniform application of the principles cited in paragraph 1 a. above would require employees to serve two masters as indicated in reference b. No real problem of this kind has yet arisen in the DD/A and DD/P organizations. For example, qualified Finance Officers have been assigned abroad and transferred to the T/O of the DD/P organization for many years without experiencing major difficulties in "serving two masters."

S-E-C-R-E-T  
Security Information

2. The above cited principles of career service must be uniformly accepted if the Deputy Director (Administration) is to be most effective in discharging his responsibility for all administrative support for the Agency. If they are so accepted, the Agency will develop a more competent staff of administrative personnel who have been broadly trained to meet over-all Agency needs. Furthermore, the head of each organizational unit will be more satisfied with the administrative support which he receives.

25X1A

L. K. WHITE  
Acting Deputy Director  
(Administration)

-3-

S-E-C-R-E-T



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Security Information

8 December 1953

#### PROPOSED POLICY ON DEVELOPMENT

1. It is the objective of the Agency to develop fully the capabilities of each member of the CIA Career Service in accordance with the requirements of the Agency. In addition to the development which takes place through supervised work experience, actions are taken to broaden a Career Employee's experience by assigning him (a) to various duties within his specialty or group of specialties, (b) to courses of instruction and to specialized training to supplement his experience and prepare him for new duties and increased responsibility, and, (c) to duties of progressively greater responsibility as he demonstrates the capacity to assume them.

2. These actions are accomplished for each Career Employee according to a plan designed to guide the long-range development of his abilities and interests in relation to Agency requirements. The initial Career Development Plan of a Career Employee is the responsibility of his supervisor who develops it in consideration of the results of evaluations accomplished prior to the individual's entrance into the Career Service. Subsequent to his full membership in the Career Service, his Career Development Plan will be reviewed annually by his Career Service Board and will be recorded in his official Personnel Folder. The Career Employee will have full knowledge of the plan and will participate in its formulation.

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Security Information

Security Information

8 December 1953

#### PROPOSED POLICY ON EVALUATION

The Agency conducts a thorough evaluation of each individual prior to his acceptance as a member of the CIA Career Service and continuously evaluates each Career Employee as a basis for planning his use and development in accordance with Agency requirements. In addition to appraisals of performance and development, the evaluation of an individual prior to his entry into the Career Service includes assessment and testing for the purpose of determining his capabilities and aptitudes for various kinds of duty, his emotional response to varied situations and his suitability for a long-range career in the Agency. Such assessment and testing is conducted according to Agency standards and techniques as approved by the CIA Career Service Board. The Agency's continuing evaluation of a Career Employee includes periodic appraisals of his progress and potential for further development as well as necessary appraisals of his performance in his current assignment.

S-E-C-R-E-T

Security Information

8 December 1953

## PROPOSED POLICY ON RIGHTS, BENEFITS, AND OBLIGATIONS

1. The rights and benefits accruing to members of the CIA Career Service include:

a. The opportunity to establish a career in a field of vital importance to the National Security. This affords to each Career Employee the personal satisfaction of contributing to that effort.

b. The opportunity to associate with a highly selected group of persons who are making intelligence their life's work.

c. The opportunity, when determined necessary in the needs of the service, to perform duties in foreign lands.

2. Specific benefits accruing to members of the CIA Career Service are as follows:

a. Only Career Employees normally will be afforded the opportunity of assignment or detail for training to other government or private institutions with tuition and related expenses provided by CIA.

b. Leave in accordance with normal Government practices. In addition, employees abroad may be brought home to their places of residence for leave at Government expense at the completion of their current tour of duty. (CIA plans to request the Congress for the right for its employees to accrue specifically home leave while abroad.)

c. Retirement in accordance with normal Government practices. (CIA plans to request the Congress for a modification of existing legislation to permit more liberal retirement standards and schedules.)

S-E-C-R-E-T

Security Information

Security Information

d. Death and disability benefits in accordance with normal Government practices. In addition, for those people stationed abroad, medical care and hospitalization is provided on a more liberal basis than in other civilian Government agencies generally. This more liberal policy is similar to that of the State Department.

e. Eligibility to secure hospitalization under either of two plans, Group Hospitalization, Inc., or Mutual Benefit of Omaha.

f. Eligibility to secure term insurance through War Agencies Employees' Protective Association.

g. While serving abroad, a member of the Career Service is entitled to receive appropriate post differential, cost of living allowance, and quarters allowance in accordance with normal Government practices.

3. A member of the Career Service can expect a career in the Agency including equitable consideration for advancement in responsibility and grade in accordance with his demonstrated capabilities. A Career Employee is afforded the opportunity of participating in the formulation of his Career Development Plan which aims at making him more useful to the Agency and at the same time offers him the opportunity of advancing in responsibility and grade. Career Employees are afforded preferential consideration over other categories of employees in connection with assignments to key jobs, rotation, training, and, of course, in the vital matter of reduction-in-force procedures, should the latter ever become necessary.

- 2 -

S-E-C-R-E-T

Security Information

Security Information

4. A member of the Career Service may expect equitable procedures to be applied in the event it is necessary to consider him for separation from the Career Service. He has the right to appeal such a determination through appropriate channels and have his appeal finally heard by the Director.

5. Certain of the principal obligations assumed by CIA Career Employees include:

a. A Career Employee accepts the obligation to serve anywhere and at any time and for any kind of duty as determined by the needs of CIA. This policy will be applied with full consideration to each individual's capabilities, interests, and personal circumstances.

b. It is the obligation of each Career Employee to apply himself to his daily tasks with his full capabilities.

c. By the very nature of the mission of the Agency, Career Employees must assume a degree of anonymity which is not normally found elsewhere in Government. There will be additional security restrictions on personal lives of Career Employees which will vary in many individual cases according to circumstance.

~~S-E-C-R-E-T~~  
~~Security Information~~

8 December 1953

### PROPOSED POLICY ON ROTATION

Rotation of personnel within or between major components of the Agency is governed by recommendations of Career Service Boards on the basis of career planning for individuals. A Career Service Board is responsible for reviewing and periodically revising the Career Development Plan for each Career Employee coming within its cognizance. The Plan forecasts the assignments for the individual over a period of years. These assignments are calculated, (a) to place the individual in those assignments most beneficial for the Agency, and (b) to improve progressively the professional ability of the individual so as ultimately to increase his or her value to the Agency.

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Security Information

8 December 1953

#### PROPOSED POLICY ON PROMOTION

1. A single Agency-wide policy will govern all promotions.

This policy and the major aspects of its implementation is as follows: Promotions are based solely on merit, - on demonstrated ability to perform a higher job over a reasonable period of time. All promotions are competitive. Promotion boards for the five major components will meet twice annually. At these times those persons eligible and nominated by their supervisors would be considered by the Boards on a comparative basis for the promotions available. Promotions would not be considered between Board meetings except by direction of the Director. Final promotion authority will reside with the Director for promotions to grade 16 through 18, with the three Deputy Directors, the Assistant Director for Communications and the Director of Training for promotions to grade 15, and with the Assistant Directors and Senior Staff Chiefs for promotions to grades 2 through 14.

2. Quotas for promotions will be allotted annually to the appropriate approving authorities by the Personnel Director as approved by the Director.

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AGENDA  
FOR THE  
CIA CAREER SERVICE BOARD

16th Meeting, Monday 23 November 1953, at 4:00 P. M.  
DCI Conference Room, Administration Building

1. The minutes of the 15th meeting will be available for approval at the 3 December meeting of the Board.
2. Report of the Junior Officer Task Force dated 9 November 1953, (previously distributed); for discussion.
3. Report of the Panel on Career Service for Women dated November 1953, (previously distributed); for discussion.
4. Memorandum from the Acting DD/I regarding, "Responsibility for the Assignment and Career Development of General Administrative Personnel," dated 18 November 1953; (attached for information).
5. Memorandum from the Acting DD/I regarding, "Restrictions and Obligations on CIA Careerists," dated 19 November 1953; (attached for information).
6. New business.

Document No. 1020

NO CHANGE in Class. ☐

☒ DECLASSIFIED

Class. CHANGED TO: TS S C

DDA Memo, 4 Apr 77

Auth: DDA REG. 77/1763

Date: 31 JAN 78 By: OTL

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18 November 1953

MEMORANDUM FOR: Chairman, CIA Career Service Board

SUBJECT: DD/A Memorandum to Chairman, CIA Career Service Board dated 5 November 1953, "Responsibility for the Assignment and Career Development of General Administrative Personnel."

1. At a meeting held by the DC/I with the Assistant Directors of the Intelligence Offices, it was unanimously agreed that the DD/A should not have primary responsibility for the assignment of career employees to administrative positions under the jurisdiction of the Assistant Directors, and that career employees in this category should not receive the career designation "CD-A" unless the subject individual chooses to affiliate himself with the appropriate DD/A Career Service Board.

2. Considering the nature of the duties performed by administrative personnel assigned to the operating offices and the special relationship existing between such individuals and the Assistant Director concerned, it was the unanimous agreement that it was essential that ultimate control over such individuals and the subject positions must rest with the Assistant Directors. It is the consensus of the group that the DD/A proposal is fundamentally unsound in that it would require the individual to serve two masters -- on the one hand to assist the Assistant Director in the internal administration of the Office and to serve as the staff agent for the office in securing appropriate administrative support from the DD/A and on the other hand to serve, in essence, as an employee of DD/A, looking to him for his promotions, reassignments, and other actions affecting his career development.

3. Considering the importance of the experience and training in a particular Office's program of work as a prerequisite in many instances for appointment to administrative positions, and the desirability of fostering interchange between program and administrative work, the Assistant Directors further indicated that they saw no reason why the Office concept of career service was not as appropriate for administrative type positions as any other type. They, therefore, were opposed to the DD/A proposal that career employees engaged in administrative work should receive the career designation of the appropriate DD/A Career Service Board.

S-E-C-R-E-T

S-E-C-R-E-T  
Security Information

4. It was agreed that it was most desirable that there be an opportunity for the rotation of assignment of administrative personnel among the components of the Agency. It was believed, however, that this could be accomplished through mutual cooperation among the appropriate career service boards without the necessity of assigning primary responsibility for assignment of the subject employees to the DD/A Career Service Board.

5. The DD/I and the Assistant Directors recommended that the following alternate conclusions to the DD/A memorandum be recommended for approval by the CIA Career Service Board:

a. Each Assistant Director shall continue to have primary responsibility for the assignment of career employees to administrative type positions under his jurisdiction. The DD/A shall advise and assist the Assistant Directors on actions affecting such positions, including recommendations concerning selection, assignment, training, rotation and career development.

b. Personnel occupying administrative type positions at the office level shall continue to be assigned to their present office career service board if they desire to continue under its jurisdiction.

/s/ Huntington D. Sheldon

HUNTINGTON SHELDON  
Acting Deputy Director/Intelligence

-2-

S-E-C-R-E-T

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19 November 1953

MEMORANDUM FOR: Chairman, CIA Career Service Board

SUBJECT: Restrictions and Obligations on CIA Careerists

1. At a meeting held 17 November 1953, the DD/I and the Assistant Directors in the Intelligence Area agreed in general to concur in the proposal that: "A CIA career employee accepts the obligation to serve any place in the world and at any time, and for any kind of duty as determined by the needs of CIA."

2. Because of the great concern, however, that the application of this obligation to DD/I personnel may be misunderstood, it was recommended that every effort be made to assure that it is made clear in reference to the standard that administrative procedures governing its application will, to the extent practicable, give full consideration to personal factors. It was the consensus of the group that without such special precautions, it would result in large numbers of DD/I employees failing to make application for the career service which must be avoided if we are to prevent the establishment of an "elite corps." It was also believed that the proposed obligation, without appropriate handling, would have a serious adverse affect on the recruiting of new employees to fill certain specialized types of positions in the DD/I Offices.

3. It is recommended, therefore, that reference to the standard always be accompanied by an appropriate statement clearly indicating that, although the primary consideration should and must at all times be the needs of the National Security, that administrative procedures governing application of the standard shall, to the extent practicable, give full consideration to the interests and special qualifications of the individual.

/s/ Huntington D. Sheldon

HUNTINGTON SHELTON  
Acting Deputy Director/Intelligence

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